DOCUMENT RESUME

ED 375 256 CE 067 388

AUTHOR Burnham, Byron R.
TITLE Evaluating Human Resources, Programs, and Organizations. Professional Practices in Adult Education and Human Resource Development Series.
REPORT NO ISBN-0-89464-680-X
PUB DATE 95
NOTE 130p.
AVAILABLE FROM Krieger Publishing Co., P.O. Box 9542, Melbourne, FL 32902 ($18.50).
PUB TYPE Books (010) -- Reports - Research/Technical (143)

EDRS PRICE Document Not Available from EDRS.
DESCRIPTORS Adult Education; Data Analysis; *Evaluation Methods; *Evaluation Utilization; Guides; Human Resources; Job Performance; Models; Organizational Effectiveness; *Organizations (Groups); *Personnel Evaluation; *Program Evaluation; Standards

ABSTRACT

This book is intended for the practitioner of evaluation or for the student about to do his or her first formal evaluation. Chapter 1 sets the role of evaluating within the context of an organization and discusses a critical role of evaluation: changing people, programs, and organizations. Chapter 2 discusses personnel appraisals from an evaluation standpoint, provides a brief overview of the development of the personnel appraisal, and proposes a systematic approach. Chapter 3 offers specific help in how to set standards, record evidence, analyze data, and make recommendations. Chapter 4 deals with specific examples of the areas of programs, products, and services by exploring three models of program evaluation: context, input, process, and product model; naturalistic model; and connoisseurship model. It discusses product evaluation, evaluating program planning, and human resource development outcomes and provides a framework for judging training programs. Chapter 5 offers a pattern for collection, analysis, and judgment making in these areas. Chapter 6 explores the evaluation of organizations in such areas as morale, structure, administration, functions, and strategic planning. Chapter 7 provides a pattern for exploring these areas. Chapter 8 offers concluding and general thoughts about evaluating. Appendixes include a personnel matrix for an adult educator, and an index. Contains 21 references. (YLB)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****